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Information and communications technology

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the following reports:

(a) Investing in information and communications technology: information and communications technology strategy for the United Nations Secretariat (A/62/793 and Corr.1 and Add.1, in advance form);

(b) Information and communications technology: enterprise systems for the United Nations Secretariat worldwide (A/62/510/Rev.1);

(c) Information and communications technology security, disaster recovery and business continuity for the United Nations (A/62/477).

2. During its consideration of the reports, the Advisory Committee met with the Under-Secretary-General for Management, the Under-Secretary-General for Field Support and the Chief Information Technology Officer, as well as other representatives of the Secretary-General, who provided additional information and clarification.

3. The reports of the Secretary-General contained in documents A/62/793 and Corr.1 and Add.1 and A/62/510/Rev.1 were submitted pursuant to section II of General Assembly resolution 60/283, in which the Assembly decided to establish the post of Chief Information Technology Officer at the level of Assistant Secretary-General in the Executive Office of the Secretary-General and to replace the Integrated Management Information System (IMIS) with a next-generation enterprise resource planning system (ERP). The report on the information and

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communications technology (ICT) strategy (A/62/793 and Corr.1) sets out an overall approach and management framework for the Secretariat's ICT programmes and infrastructure over the next three to five years. The addendum to that report (A/62/793/Add.1) was submitted in response to a request made by the Advisory Committee during its hearings on the main report in June 2008 for more specific information on the lines of authority, accountability, the division of labour and resource implications resulting from the envisaged change in structure. The report of the Secretary-General on enterprise systems (A/62/510/Rev.1) provides an update of information contained in document A/62/510, including estimated resource requirements for the ERP system until the projected end of the project in 2012. The report on security, disaster recovery and business continuity (A/62/477) responds to requests made by the General Assembly in its resolutions 60/266 (sect. XV) and 59/276 (sect. XI).

4. During the main part of the sixty-second session of the General Assembly, the Advisory Committee considered a series of reports submitted by the Secretary-General on information and communications technology concerning enterprise systems (A/62/510), security, disaster recovery and business continuity (A/62/477) and the status of the development of an information and communications technology governance framework (A/62/502). The related report of the Committee (A/62/7/Add.31) has not yet been taken up by the Assembly. However, some of the recommendations and observations contained in the Committee's report, in particular those related to the resources requested for the biennium 2008-2009, have been overtaken by events, since the Secretary-General has issued more specific proposals on the ICT strategy and the organizational structure of the Office of Information and Communications Technology and revised proposals for enterprise systems, including ERP. As mentioned in its previous report (A/62/7/Add.31, para. 33), the Committee returned to aspects of the disaster recovery and business continuity proposals during its consideration of document A/62/477. The Committee notes that the wide range of ICT issues covered in those reports are interrelated and complement each other.

II. Information and communications technology strategy for the United Nations Secretariat

A. Information and communications technology strategy

Background and context

5. The Advisory Committee has frequently stressed that the Organization would benefit greatly from more effective leadership in the area of ICT at the United Nations, which could be exercised through a more centralized approach to managing ICT initiatives and operations Organization-wide. Existing arrangements regarding ICT activities do not provide a coherent strategy and make it difficult to identify all ICT assets, develop and enforce standard methodologies and implement Organization-wide systems. This has led to the proliferation of incompatible and duplicative ICT systems.

6. In response to General Assembly resolution 56/239, the Secretary-General proposed during the biennium 2002-2003 an ICT strategy with a strategic framework and plan of action to guide the development of information and

communications technology at the United Nations (A/57/620). The Assembly took note of the proposals in its resolution 57/304. However, the plan of action proposed in that report did not produce the desired results. Recognizing that the lack of effective governance and leadership was the cause of the piecemeal development of systems and databases across the Secretariat, the Advisory Committee, in its first report on the proposed programme budget for the biennium 2004-2005 (A/58/7, para. 126), recommended the creation of a new senior position of Chief Information Officer of the United Nations to exercise effective control over the Organization's ICT structure, strategic growth plans and operational policies and procedures, as well as lead and coordinate the development of the next generation of major systems.

7. In his report entitled "Investing in the United Nations: for a stronger Organization worldwide", the Secretary-General acknowledged that a largely dysfunctional situation had evolved at the United Nations, with multiple ICT units having been created in various departments and at various duty stations but with no functioning integrating mechanism in place, resulting in, inter alia, out-of-date, fragmented systems and failure to fully exploit the potential of ICT to facilitate and support management reform (A/60/692 and Corr.1, paras. 47-52). His proposals to establish the post of Chief Information Technology Officer in the Executive Office of the Secretary-General and to replace IMIS with a next-generation enterprise resource planning system were approved by the General Assembly in its resolution 60/283. The Advisory Committee notes that the Chief Information Technology Officer was appointed in August 2007. Upon enquiry, the Committee was informed that the Officer reports directly to the Deputy Secretary-General, who also chairs the Executive Committee on ICT.

8. In the view of the Advisory Committee, there is an obvious need for strong and central leadership and management of ICT activities at the United Nations, more efficient utilization of ICT resources, modernization of information systems and improvements in the ICT services available to United Nations personnel. The central information management system of the United Nations (IMIS) has not kept up with the changing environment of the Organization and has become obsolete: many processes remain paper-based;[1] functional requirements of peacekeeping and humanitarian activities are not covered; and data from different databases cannot be consolidated to provide the meaningful information required to manage the Organization effectively. In addition, comprehensive information on the actual costs of ICT is not available at present. The gaps in functionality result in duplication of effort, as well as loss of productivity and efficiency. In the above-mentioned report, the Secretary-General further stressed that most of the management reform proposals submitted in the context of the "investing" round of reforms could not be implemented without appropriate ICT systems and support (A/60/692, para. 52). The Committee also notes that an Organization-wide survey conducted in January 2008 (A/62/793, paras. 8 and 9) to gauge the level of satisfaction of United Nations personnel with respect to 12 core ICT services showed mixed results, particularly in key areas such as ICT training, remote access to United Nations applications and ability to find information on United Nations websites and in document repositories. The Committee notes from annex IV to the report on the ICT strategy (A/62/793)

[1] See, for example, the observations of the Board of Auditors on the management of contributions (A/63/5 (Vol. I), chap. II, paras. 33-51).

that personnel dedicated to ICT functions Secretariat-wide number almost 3,800. Given the resources devoted to ICT, it is essential to ensure that they are managed and utilized effectively and efficiently.

9. Upon enquiry, the Advisory Committee was provided with additional information in support of the central leadership and management of ICT activities at the United Nations. It was informed that unlike other cross-cutting functions such as finance and human resources, ICT involves the development and operation of many large and complex assets, such as application systems (e.g., ERP), data centres and communication facilities. Such assets must be well integrated in order to take advantage of the potential for economies of scale and scope and reduce development and operating costs. The Committee was further informed that a central leadership structure would facilitate effective planning and coordination of ICT activities and increased reliance on shared application systems and infrastructure, thereby leading to significant efficiency gains and cost savings.

10. In this connection, the Advisory Committee points to the observation of the Board of Auditors regarding gaps in information system documentation as well as the lack of an Organization-wide data dictionary resulting from the decentralization of the development of applications. The Board has recommended that those gaps be addressed in the context of the current reform exercise and that the entire architecture of systems be fully documented (A/63/5 (Vol. I), chap. II, paras. 311-316). In the view of the Committee, the Secretary-General should be requested to implement the recommendation of the Board of Auditors as expeditiously as possible.

General comments

11. The Advisory Committee welcomes the efforts that have been made to present a comprehensive report on this complex subject. The Secretary-General has proposed an overall direction for information management in the Secretariat as well as an integrated set of strategies for ICT governance and the management of the Organization's internal operations, knowledge-sharing and ICT infrastructure. The approach builds on the existing ICT framework and maintains a balance between the centralization and decentralization of ICT functions. The Committee believes that this is necessary to avoid a piecemeal approach, false starts and unwise investments in ICT and to meet the growing demands of the Organization as it becomes increasingly reliant on its technology and communications infrastructure.

Key features of the Secretary-General's proposal

12. The Advisory Committee notes that the intention of the Secretary-General in his reports (A/62/793 and Corr.1 and Add.1) was to set out a road map for the direction of ICT at the United Nations for the next three- to five-year-period. It was informed that the Chief Information Technology Officer had consulted widely within the Secretariat to develop his proposals at Headquarters, offices away from Headquarters and peacekeeping missions, as well as with other United Nations entities and permanent missions. The Secretary-General indicated that the ICT strategy encompasses five cross-cutting priority areas, namely: (a) the ICT management structure; (b) strategic programme delivery; (c) service and performance management; (d) global architecture and standards; and (e) financial control and reporting (see A/62/793, paras. 15-19).

13. The ICT strategy would be carried out through:

(a) Three strategic Organization-wide programmes that build on one another and are critical to the operation of the Organization, namely:

- Resource management, for financial, human and other resources
- Knowledge management, mainly for the substantive departments
- Infrastructure management, for data centres, communications and help desks

The goals, objectives and key activities of those programmes are set out in tables 1 to 3 of the report (A/62/793). The Committee was informed that a number of strategic projects would be planned and implemented over the next five years under the three programmes. For example, ERP is a project under the resource management programme. The resources allocated to it will be included in the organizational structure of the resource management services (see A/62/793, fig. IV). The activities enumerated in tables 1 to 3 of the report are part of the ICT strategy and constitute an inventory of ideas requiring attention that may be developed into projects, depending on the priorities set by the programme steering committees (see A/62/510/Rev.1 and A/62/793, para. 27 (b));

(b) A management framework for a centralized ICT structure for decision-making and oversight of related investments and projects, comprising:

- A high-level Executive Committee on ICT to make decisions on ICT investments and priorities, chaired by the Deputy Secretary-General with a small number of Under-Secretaries-General from substantive and support areas (A/62/793, para. 27 (a))
- Steering committees for decision-making and oversight of each of the three ICT programmes (ibid., para. 27 (b))
- Advisory groups representing the client departments of ICT services to provide input on their requirements and priorities (ibid., para. 28)
- A Chief Information Technology Officer who is responsible for the overall direction and performance of ICT activities in the Organization (ibid., paras. 29-32)
- A central independent Office of Information and Communications Technology to implement Organization-wide ICT activities, headed by the Chief Information Technology Officer and reporting to the Executive Office of the Secretary-General through the Deputy Secretary-General. The Office would include the current Information Technology Services Division of the Department of Management and would consolidate the "strategic" or central functions currently performed by ICT units across the Secretariat (ibid., paras. 33-35)
- Decentralized information and communications technology units in Secretariat departments and at offices away from Headquarters to provide departmental systems and services based on organizational standards established by the Office of Information and Communications Technology and to deal with local and operational issues (ibid., paras 43-46)

(c) The elaboration of the organizational structure and responsibilities of the Office of Information and Communications Technology (see A/62/793/Add.1) and a

plan for the implementation of the ICT strategy in two phases over the next three to five years (ibid., para. 81).

14. During the first phase of the implementation of the ICT strategy, the Office of Information and Communications Technology will, among other activities, conduct structural reviews of Secretariat-wide ICT units with a view to rationalizing and harmonizing ICT operations and structures and defining coordination and reporting relationships between the Office and other ICT units. **The Advisory Committee is of the view that a comprehensive inventory of ICT capacities across the Secretariat is very much needed. Such an inventory should include not only personnel dedicated to ICT functions, but also staff carrying out such functions on a part-time basis. The Committee expects that this exercise will lead to enhanced efficiency that should be reported to the General Assembly in the context of the proposed programme budget for the biennium 2010-2011.**

15. In response to its request, the Advisory Committee was provided with a breakdown of ICT personnel by category/grade and by department/office (see annex I).

Observations and comments

16. The Secretary-General's plan for the management of ICT activities in the Secretariat is based on strong central leadership for the establishment and implementation of Organization-wide ICT standards and activities along with a decentralized approach to meet the specific programmatic and operational requirements of all departments. The Committee agrees with the Secretary-General that only "strategic" or Organization-wide functions should be centralized. It notes that three thematic clusters are to be established: (a) resources management, which targets administrative groups; (b) knowledge management, for substantive groups; and (c) infrastructure management, for ICT specialists. **The Advisory Committee broadly agrees with the approach proposed by the Secretary-General.**

17. As discussed above, the proposed ICT organizational structure is built around the following six core elements: (a) the Executive Committee on ICT; (b) steering committees on the ICT programmes; (c) advisory bodies; (d) the Chief Information Technology Officer; (e) the Office of Information and Communications Technology; and (f) other ICT units. **The Committee recognizes that ICT has become an integral part of the work of United Nations staff; it can no longer be viewed simply as a technology, but must be considered as an essential tool to support work processes. ICT governance mechanisms should therefore involve staff and managers across all departments and duty stations who are affected by the ICT systems and services provided by the Organization.** Under the Secretary-General's proposal, decisions on ICT investments and priorities would be made by the Executive Committee on ICT, comprising senior managers and the Chief Information Technology Officer, not by technical specialists alone. Similarly, users of ICT systems and services would have clear mechanisms for making their needs known and having them taken into account through the programme steering committees and advisory groups. Specialists in the Office of Information and Communications Technology and departmental ICT units would be responsible and accountable for implementing systems and providing services.

18. **The Advisory Committee recognizes that the ICT governance mechanisms envisaged within the Secretariat are intended to provide for strong central leadership and the engagement of different groups of stakeholders. It is the**

Committee's view that an excessively cumbersome or bureaucratic structure can hinder decision-making and dilute accountability. It stresses that the Secretary-General should keep the ICT governance structure under review and that he should propose any necessary adjustments to make it simpler and operationally effective as a policy-setting and management instrument.

19. Concerning the proposals on the ICT management framework, the Advisory Committee notes that they fall within the purview of the Secretary-General in his role as Chief Administrative Officer of the Organization and recognizes the Secretary-General's prerogative in constituting the teams as he deems appropriate. **The General Assembly should be kept informed of changes to this framework in the context of its consideration of the proposed programme budget.**

20. **The Advisory Committee believes that the successful integration of central ICT functions across the Secretariat is essential to achieving the key goals of coherence and coordination, which have so far eluded the United Nations. Repeated failures to meet these objectives will result in increased costs and delays in the implementation of key objectives of management reform, such as the implementation of the International Public Sector Accounting Standards (IPSAS) (see para. 54 below).**

21. **In this connection, the Advisory Committee points out that the implementation of a governance structure and the establishment of the Office of Information and Communications Technology alone will not be sufficient for the achievement of those goals, which would require the Office effectively to become the entity that oversees the overall strategic ICT direction for the Organization, plans and coordinates Secretariat-wide ICT activities and provides enterprise systems and infrastructure. To achieve those ends, it would be necessary to put into effect the measures enumerated in paragraph 35 of the report (A/62/793), which support coherence and coordination. This would require that new procedures and working methods be put into place, in cooperation with the Department of Field Support, the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services. In the view of the Committee, the establishment of these procedures also falls within the purview of the Secretary-General. Concerning the function described under paragraph 35 (o) of the report, the Committee considers that a clarification of the role of the Office of Information and Communications Technology and its Chief in the area of procurement is required.**

22. In section V of his report, the Secretary-General provided some general information on the effectiveness and efficiencies expected from the implementation of the ICT strategy. In response to its request, the Advisory Committee was provided with additional information, including examples of areas in which efficiency gains could be realized as a result of the implementation of the ICT strategy. For example, the consolidation of numerous existing help desks into a centralized round-the-clock global service desk for the entire Organization would reduce overall operating costs, and the integration of disaster recovery and business continuity services for the Secretariat would lead to considerable cost savings compared with the decentralized local approaches taken by each of the departments, offices away from Headquarters and field missions. **The Committee believes that there is a need to identify and quantify more precisely the efficiency gains and/or benefits expected from the**

implementation of the ICT strategy. It recommends that the Secretary-General be requested to define specific objectives in this regard. In addition, the Secretary-General should explain the methodology and benchmarks used to identify and measure those benefits and report thereon in the context of the proposed programme budget for the biennium 2010-2011.

B. Proposed structure of the Office of Information and Communications Technology

23. In the addendum to his report (A/62/793/Add.1), the Secretary-General presented concrete proposals for the organizational structure of the Office of Information and Communications Technology and for the reallocation of existing resources to establish it. The Advisory Committee notes that this represents a step towards the implementation of the ICT management framework set out in document A/62/793. At this stage, the proposal concerns the integration of existing resources from the Information Technology Services Division of the Department of Management and the Information and Communications Technology Division of the Department of Field Support. The salient features of the proposal are as follows:

(a) The Office of Information and Communications Technology would be an independent organizational unit that reports directly to the Executive Office of the Secretary-General but would not be an office within the Executive Office;

(b) The Chief Information Technology Officer would continue to report to the Deputy Secretary-General;

(c) The Office of Information and Communications Technology would have a total staffing complement of 165 posts, including 136 regular budget, 13 support account and 13 extrabudgetary posts;

(d) The entire resources of the Information Technology Services Division would be transferred to the Office of Information and Communications Technology, including 135 regular budget, 13 extrabudgetary and 2 support account posts. The post of the Chief would be redeployed to the Office from section 1, Overall policymaking, direction and coordination, of the programme budget. In addition, 11 support account posts would be transferred from the Department of Field Support, along with 2 contractors and $4,263,500 in non-post resources;

(e) Only the "strategic" ICT activities of the Information and Communications Technology Division, would be incorporated into the Office. These would include, for example, the establishment of ICT standards and architecture and the development and implementation of major information systems to be shared across the Organization;

(f) The Office would have a coordination role in planning and implementing the ICT infrastructure, including, for example, reviewing the ICT budget proposals put forward by the Department of Field Support and reviewing performance and approving the appointments and promotions of ICT section chiefs;

(g) The Information and Communications Technology Division would continue to exercise operational control over its ICT resources at Headquarters and in the field. It would also operate the facilities at the United Nations Logistics Base

at Brindisi, Italy (UNLB) and site B with the Office of Information and Communications Technology providing "strategic oversight";

(h) The Chief Information Technology Officer would exercise existing authority granted to the Information Technology Services Division of the Office of Central Support Services under Secretary-General's bulletin ST/SGB/1998/11 to oversee and coordinate ICT activities of other departments and offices away from Headquarters;

(i) The Office would be treated as a separate section of the budget (sect. 36) under part VIII, Common support services, in the programme budget for 2008-2009;

(j) There would be no change in the level of resources for the biennium 2008-2009.

Observations and comments

24. The proposed organizational structure of the Office of Information and Communications Technology is provided in the annex to the report (A/62/793/Add.1). The Office would comprise the Office of the Chief Information Technology Officer, a Strategic Management Service, an Infrastructure Management Service and an Application Management Division. The Committee notes that the proposed new organizational structure does not entail a change in the overall level of resources requested for the biennium 2008-2009. Upon enquiry, the Committee was informed that the Secretariat considered that the strategic framework approved for the Information Technology Services Division would continue to apply to the Office of Information and Communications Technology and that it was not necessary for the Committee for Programme and Coordination to review the proposal at this stage. Any programmatic changes that may be proposed for the Office for the biennium 2010-2011 would be subject to review by the Committee for Programme and Coordination prior to their consideration and approval by the General Assembly.

25. Concerning the proposal to create a new budget section, the Advisory Committee was informed that it would facilitate the segregation of resources and functions under the Office of Information and Communications Technology from other parts of the Secretariat, given the unique nature of the reporting line, with the Chief reporting directly to the Deputy Secretary-General.

26. With respect to the organizational structure, the Advisory Committee notes that the proposals under consideration would consolidate Organization-wide functions while maintaining a decentralized approach to operations. The Office of Information and Communications Technology would essentially comprise the current Information Technology Services Division of the Department of Management and incorporate Organization-wide activities now conducted by the Information and Communications Technology Division of the Department of Field Support. The Committee notes that some 80 per cent of ICT resources would continue to be controlled at the departmental level. However, the Chief Information Technology Officer and the Office of Information and Communications Technology would exercise greater coordination and oversight over the ICT infrastructure, investments and activities.

27. **The Advisory Committee considers that there is no single governance model that can be assumed to be solely appropriate for a global Organization**

such as the United Nations, which has many offices worldwide, including in remote and unstable areas, that deal with a wide range of activities and function under a variety of administrative and management arrangements. There will always be some tension regarding the degree of centralization that is appropriate. However, in order for decentralization to be effective, there must be a strong central structure to ensure a coherent, Organization-wide approach.

28. The Advisory Committee was informed that the 11 support account posts proposed to be transferred from the Information and Communications Technology Division to the Office of Information and Communications Technology included 1 P-5, 3 P-4, 4 P-3, 2 P-2 and 1 General Service posts. In addition, two contractors at the P-3 level would be transferred to the Office. Responsibility for the development and support of systems for talent management, the enterprise portal, enterprise identity management and rations and fuel management systems, as well as Galaxy, would be transferred from the Information and Communications Technology Division to the Office. The Information and Communications Technology Division would continue to be responsible for supporting the remaining 38 systems (see annexes II and III below).

29. The Advisory Committee considers that the transfer of the P-5 post would weaken the management structure of the Information and Communications Technology Division, which has only two P-5 posts. Given the existing capacity of the Information Technology Services Division, which already has 13 P-5 posts, the Committee is of the view that the consideration of the transfer of the post should be deferred until the review referred to in paragraph 14 above has been completed.

30. **The Advisory Committee emphasizes that the Chief Information Technology Officer and the head of the Department of Field Support should ensure that any changes in the structure of the Information and Communications Technology Division will not have a negative impact in any way on the support provided to field operations.** Upon enquiry, the Committee was informed that the proposed transfer of posts from the Information and Communications Technology Division to the Office of Information and Communications Technology was intended to ensure that enterprise applications and infrastructure are closely aligned with the Secretariat-wide strategy. The Information and Communications Technology Division will continue to be responsible for field-specific systems and activities that are integral to the operational requirements of field missions and will retain mission-specific ICT capabilities to provide support to the field.

31. The division of labour and responsibilities between the Office of Information and Communications Technology and the Information and Communications Technology Division are set out in paragraphs 7 and 8 of the addendum (A/62/793/Add.1). This constitutes a step towards the implementation of the new functions of the Office enumerated in paragraph 35 of the main report (A/62/793) (see para. 21 above). **In the view of the Advisory Committee, some of the elements listed under paragraphs 7 and 8 are vague and ambiguous and merit further clarification. The Committee recognizes, however, that the integration of some of the functions of the Information and Communications Technology Division into the Office of Information and Communications Technology is a**

complicated process and that working methods and procedures will need to be worked out and formalized in the light of experience.

32. The Advisory Committee recalls that in its resolution 60/283 the General Assembly decided to establish the post of Chief Information Technology Officer at the level of Assistant Secretary-General in the Executive Office of the Secretary-General. In this connection, the Committee also recalls paragraph 59 of its first report on the proposed programme budget for the biennium 2008-2009 (A/62/7).

33. The Advisory Committee notes the placement of the Office of Information and Communications Technology as an organizational unit reporting directly to the Executive Office of the Secretary-General but that is not an office within the Executive Office, headed by the Chief Information Technology Officer, who reports directly to the Deputy Secretary-General. The Chief has further responsibilities as a key member of several high-level committees, including the Management Committee, the Executive Committee on ICT and the ERP Steering Committee. **The Advisory Committee recommends that the Secretary-General provide an update on such management and reporting arrangements in the context of performance reports and the programme budget for the biennium 2010-2011. In addition, the Secretary-General should be requested to provide an assessment of the organizational arrangements in the context of the proposed programme budget for 2012-2013. Furthermore, in the light of the considerable investments to be made for ICT infrastructure, systems and services, as well as the strategic importance and high risks associated with ongoing projects such as the implementation of ERP, the Committee is of the view that the General Assembly should be provided with updates on ICT activities on a regular basis.**

34. The Advisory Committee is of the view that the transfer of the Information and Technology Services Division from the Department of Management to the Office of Information and Communications Technology will have a major impact on the structure of the Office of Central Support Services. The structure of the Department of Field Support will also be affected, but to a lesser degree. Upon request, the Committee was provided with organization charts of the structure of the Office of Central Support Services and the Information and Communications Technology Division of the Department of Field Support (see annexes IV and V).

35. **The Advisory Committee recommends that information regarding system-wide coordination on ICT policy and strategy with other entities of the United Nations be provided in the context of future budgets. It emphasizes the need for close cooperation and coordination among United Nations organizations in this matter, in particular in the area of enterprise systems. As a later adopter of ERP systems, the United Nations stands to benefit from the lessons learned by other entities of the United Nations system. The Committee further recommends that the Chief Information Technology Officer seek synergies and opportunities for collaboration in the area of ICT among the Secretariat and the funds, programmes and specialized agencies, since it believes that there is potential for the realization of significant savings from the harmonization of the delivery of ICT throughout the United Nations family. The Committee encourages the Secretary-General, as Chairman of the United Nations System Chief Executives Board for Coordination (CEB), to foster deeper coordination and collaboration among United Nations organizations in all matters related to information and communications technology.**

36. On a related matter, the Advisory Committee was informed that a growing number of United Nations entities are using the services of the International Computing Centre (ICC) and that recent comparative studies had demonstrated the cost-effectiveness of the Centre. In this connection, the Committee recalls General Assembly resolution 2741 (XXV) of 17 December 1970 on electronic data processing in the organizations of the United Nations system. **The Committee notes that there is a considerable level of technical expertise in ICC. It requests the Secretary-General to continue to utilize the services of the Centre in supporting the ICT activities of the United Nations.**

37. The Advisory Committee was provided with additional information concerning an initiative entitled the "ICT Fast-Forward Programme", launched by the Chief Information Technology Officer in September 2008, which aims to encourage innovation and team collaboration among ICT personnel. The fast-forward initiatives are proposed by ICT units from across the Organization and are implemented in 90 days or less. Among the first initiatives selected for implementation are "ICT greening", which aims to establish ICT policies and practices to reduce the waste of energy and paper supplies; "document subscription service", to send automatic notification e-mails to registered users with links to the types of documents subscribed to as they become available in the Official Document System; and "iSeek global access", to provide access to the iSeek Intranet site to remote United Nations offices.

Recommendations of the Advisory Committee

38. In paragraph 38 of the report (A/62/793/Add.1), the Secretary-General requested the General Assembly to approve the proposals therein, which would entail the redeployment of post and non-post resources proposed for the establishment of the Office of Information and Communications Technology. **The Committee recommends approval of that request subject to its observations in paragraph 29 above.**

39. **The Advisory Committee recommends that the General Assembly endorse the overall approach relating to the comprehensive ICT strategy for the Secretariat, as contained in document A/62/793, subject to the Committee's comments on the proposals.**

40. **The Advisory Committee further recommends that the General Assembly note the Secretary-General's intention to proceed with structural reviews and the rationalization and harmonization of all ICT units, including the Information Technology Services Division of the Department of Management, the Information and Communications Technology Division of the Department of Field Support and UNLB. The Secretary-General should be requested to report to the Assembly on the results of such reviews in the context of the proposed programme budget for 2010-2011 and other relevant budget proposals, including the impact on and changes proposed to the approved programme of work, changes in organizational structures and the realignment of resources that will be required (A/62/793, paras. 83 (c) and (d)).**

III. Enterprise systems for the United Nations Secretariat worldwide

41. The report of the Secretary-General (A/62/510/Rev.1) covers enterprise systems that are to be managed centrally for the entire Organization under the authority of the Chief Information Technology Officer, namely enterprise resource planning; enterprise content management; and customer relationship management.

42. As mentioned in paragraph 4 above, the Advisory Committee considered a previous report (A/62/510) on enterprise systems during the main part of the sixty-second session, in November 2007, and issued its report thereon (A/62/7/Add.31), which is before the General Assembly.

43. The revised document includes the additional information requested by the Advisory Committee in its report and provides, inter alia, a more precise description of the functionalities of the project, a two-phase implementation strategy, a proposed timetable and budget estimates to the end of 2012. The resource requirements and timelines for the implementation of the enterprise systems were based on the assumption that the Secretary-General's proposals would have been approved by the General Assembly at its sixty-second session, with a funding period starting from 1 July 2008. Since the report is to be considered by the Assembly during the main part of its sixty-third session, project schedules and resource requirements will have to be adjusted accordingly.

A. Enterprise resource planning

Background

44. As discussed in paragraph 8 above, there are numerous gaps in the functionalities covered by IMIS. Those weaknesses have been apparent for some time, as noted by the Advisory Committee (see e.g., A/56/7, para. 93). The Committee recalls that the IMIS gap study conducted in March 2005 had confirmed that existing United Nations management information systems had become obsolete and could not adequately support the changing requirements of the Organization in the context of the management reform initiatives launched in response to the 2005 World Summit Outcome (see General Assembly resolutions 60/1 and 60/283), including the proposed adoption of the International Public Sector Accounting Standards; an improved internal control regime; strengthened oversight and accountability; and the availability of accurate and timely information to support decision-making. The study had concluded that it would be more cost-effective to replace existing systems with a standard off-the-shelf enterprise resource planning product than to engage in a major upgrade of IMIS (A/60/846/Add.1). In view of these considerations, the Assembly decided to replace IMIS with an ERP system (resolution 60/283).

45. In its report for the biennium ended 31 December 2007, the Board of Auditors noted that the ERP project was not only one of the Secretariat's largest information technology projects, it was also one of the main drivers to make the overall management of the Administration more modern and uniform (see A/63/5 (Vol. I), chap. II, para. 125, and A/63/474, paras. 24 and 25; see also para. 57 below). The Board also stated its view that the report of the Secretary-General (A/62/510/Rev.1)

constituted a sound basis for a decision on the ERP project. The Advisory Committee emphasizes that the implementation of an enterprise resource planning system is a major undertaking, in terms of the scope and magnitude of the project itself as well as its potential to transform and modernize the administrative function and streamline working methods across the Organization. The Committee notes that the project will involve all parts of the Secretariat and will affect the management of its operations for many years. All administrative support functions will be consolidated under a single integrated information system for the entire Organization, including peacekeeping and field missions. Among these are administrative functions such as programme planning, budgeting, contributions, performance, human resources management, payroll, procurement, asset and facility management, travel and reporting, as well as support functions specific to peacekeeping operations in the areas of logistics, transportation and fuel and rations systems. The Committee was informed that, at present, some 250 information systems Organization-wide are used to accomplish these functions, most of which are either to be integrated in or linked to ERP. Many of them are stand-alone systems that do not allow the exchange and transfer of data.

46. In this connection, the Advisory Committee recalls that during the biennium 2006-2007, the Office of Programme Planning, Budget and Accounts undertook an external review to assess the extent to which the organizational structure, staffing, management framework and operations fulfilled the Office's objectives in an economical, efficient and effective manner. The review revealed that as a consequence of the Office's deficient information systems, its business processes were heavily manual and time-consuming.

Project status

47. In his earlier report (A/62/510), the Secretary-General had proposed to establish a start-up capacity for the enterprise resource planning project and to provide a more realistic projection of the overall costs of the project once a detailed inventory of functional and technical requirements, which was then under way, had been completed and priorities established.

48. The Advisory Committee notes that the compilation of detailed functional requirements for ERP software was completed in December 2007. It was informed that the project director had been appointed, a temporary team had been assembled, comprising representatives from Headquarters, offices away from Headquarters and field staff, that the software selection process was at an advanced stage and that work on the preparation of a request for proposals for integration services was ongoing. The Committee notes that an interim team of 16 staff has been put in place through an ad hoc arrangement.

49. As indicated in paragraphs 40 to 45 and figure II of the revised report (A/62/510/Rev.1), ERP is envisaged to be implemented in two waves, following a preparatory phase during which the system architecture and high-level business process re-engineering, as well as the acquisition of the ERP software and integration services, will be completed. The first is expected to take 30 months and will focus on key management priorities, including the core finance, human resources, procurement and asset management functions, which are also required for compliance with IPSAS. The second will target the remaining functionalities,

including results-based management, risk management, transportation and travel, over a 24-month period.

Project governance

50. The Advisory Committee notes that the ERP governance structure is distinct from the ICT management structure discussed above. During the course of its hearings with the representatives of the Secretary-General, the Committee received additional information on the project governance structure and reporting lines (see A/62/510/Rev.1, paras. 28-30) as follows:

(a) The ERP project director will report to the USG for Management in her capacity as the Chairperson of the ERP Steering Committee and to the Chief Information Technology Officer on day-to-day project management and technology issues. The ERP project team and budget will be placed within the Office of Information and Communications Technology;

(b) This structure will facilitate the smooth implementation of the project by ensuring that both the technology and infrastructure requirements of ERP are managed and that the project fully meets requirements in such areas as human resources, accounts, budget and so on;

(c) In order to promote coherence and to ensure that all stakeholders are involved in the development of the project, user committees will be established both regionally and at Headquarters. Those groups will play an advisory role and ensure that user departments are involved in the project during the course of planning and implementation.

51. An updated organization chart of the proposed governance framework of the ERP project shown in figure 1 of the report was provided to the Advisory Committee (see annex VI).

52. **The Advisory Committee believes that there is a need for clear lines of responsibility and accountability for the overall project and trusts that Secretary-General will keep such arrangements under review and make adjustments as appropriate, in the light of experience.**

53. **In this connection, the Committee stresses that the introduction of ERP will have a direct impact on vast numbers of staff and information systems and on the Organization as a whole. It is likely that work processes, roles and responsibilities will undergo consequential changes. The project will require the full support and commitment of managers and it should be viewed as a business project, with priority being given to satisfying functional needs. It is therefore understandable that the Chairperson of the ERP Steering Committee (the Under-Secretary-General for Management) should have overall responsibility for the project. The Committee notes that the providers of support services in the finance, supply chain, human resources and central support areas are represented on the Steering Committee. It trusts that the Steering Committee will also provide for input from the substantive departments, which, as the end-users of the support services, will be equally affected by the transition to ERP. The Committee also emphasizes that the role of ICT should not be minimized. ICT analysts and other staff are key players who must remain deeply involved in all phases of the project, including the business mapping, business process review and specification of customization requirements to ensure that a viable,**

technically sound solution is put into place. In the Committee's view, the ERP project should be treated as a joint venture, driven by business process demands and delivered through complex information technology systems requiring a high level of technical expertise.

International Public Sector Accounting Standards

54. As a consequence of the delay in the ERP project, the Advisory Committee notes that IPSAS compliance must be postponed until 2011 at the earliest. In this connection, the Committee notes the comments of the Board of Auditors (A/63/5 (Vol. I), chap. II, paras. 123 and 124) regarding the need to integrate, through a joint master plan, the workplans of the IPSAS accounting team and the team responsible for the financial module of the ERP in order to better coordinate deliverables for the two projects. The Committee has commented on IPSAS (A/63/474, paras. 20-23) and has endorsed the recommendations of the Board of Auditors. **The Committee urges the Secretary-General to take appropriate action to implement the Board's recommendations expeditiously.**

Other observations and recommendations

55. In section II of its resolution 60/283, the General Assembly requested the Secretary-General to provide a detailed explanation and concrete examples of how it is envisaged that the proposals will enhance the effectiveness of the work of the Organization and address current deficiencies. In section III of his report (paras. 23-27), the Secretary-General provided some information on the benefits expected from the implementation of the ERP system in such areas as increased operational effectiveness and timeliness, enhanced treasury operations, higher client satisfaction, productivity gains and cost avoidance, as well as improved accountability and transparency. **The Committee is of the view that investments in information technology should result in tangible and measurable efficiency and productivity gains. It therefore recommends that the Secretary-General be requested to identify specific objectives in this regard and to define the methods for measuring the impact of ERP implementation on the performance of the administrative functions of the Organization (see para. 69 (b) below).**

56. In his report (A/62/510/Rev.1, para. 22), the Secretary-General sets out the principles that will guide the ERP project, including the need to increase the uniformity and compatibility of business practices across the Secretariat, limit the extent of customization of the software, satisfy the requirements of the offices away from Headquarters, peace operations and other missions, and maintain open communication with Member States, managers and staff throughout the project. The Advisory Committee points out that, among the lessons learned from other organizations that have implemented and maintained ERP systems is that it is necessary to limit customization to a minimum in order to ensure cost-effectiveness as well as flexibility in adapting to new versions of the software as they become available. An overly customized ERP package is costly to design and implement, becomes burdensome to maintain and cannot be aligned with new technologies after initial implementation. While software solutions should be fully compatible with the business needs of the Organization, the Committee believes that administrative processes should be examined and adapted in line with the chosen software wherever possible. **The Committee emphasizes that customization of the ERP software should be kept to a minimum, and believes that any customization**

would need to be fully justified. It further expects that all the principles outlined in paragraph 22 of the report of the Secretary-General should be fully observed and reported upon.

57. The time and budget risks inherent to the project, along with the procedures proposed for mitigating such risks, are specified in paragraphs 75 and 76 of the report. The Advisory Committee notes that the risks in this area are related to procedures for cross-organizational consultations and decision-making. **The Committee emphasizes the critical importance of complying with timelines so as not to delay the project. As indicated in its observations on the report of the Board of Auditors (A/63/474, para. 25), the Committee is of the view that implementation of ERP requires careful monitoring, given the importance and significant cost of the project. Accordingly, the General Assembly should be kept apprised of developments in this regard. The Committee looks forward to future reviews by the Board as regards the preparatory process for ERP, as well as for IPSAS.** In this connection, the Committee notes that the Secretary-General intends to conduct a short evaluation after each project wave, and to submit annual progress reports for the consideration of the Assembly, including details of overall progress against the baseline (see A/62/510/Rev.1, para. 40).

58. Upon request, the Advisory Committee was provided a list of United Nations entities having implemented ERP systems (see annex VII). The list shows that most of the organizations have experience of at least five years with ERP systems. The Committee was informed that the harmonization of ERP operational and administrative practices and processes are discussed in the context of the ICT network of the CEB High-level Committee on Management. In addition, the ERP project team consults on a regular basis with the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Refugees and the World Food Programme. During the preparatory phase of the project, those entities provided considerable assistance in formulating the initial plan and shared their experiences in the acquisition of ERP software, integration and other support services, as well as in business process re-engineering and project management. **The Committee stresses that the project team should maintain liaison with their counterparts in other United Nations entities so as to exchange experience and best practices.**

59. The Advisory Committee notes that the ERP software will be hosted at the data centre at UNLB and a secondary site in Valencia, Spain, as proposed in the disaster recovery and business continuity project (A/62/477) (see para. 86 below).

Recommendations on resources and financing arrangements

Posts

60. Regarding staffing requirements, the Secretary-General is seeking the same resources requested in his previous report (A/62/510). He indicates that the ERP project cannot be properly initiated until the project team is in place. A core project team would consist of 44 temporary posts (1 D-2, 6 D-1, 12 P-5, 13 P-4, 5 P-3, 7 General Service (Other level)) (A/62/510/Rev.1, paras. 60-64). The Advisory Committee was informed that as the implementation of ERP progresses, it is expected that the functions of 18 posts would be gradually phased out during the second wave of implementation (see para. 49 above), as shown in table 1 below.

Table 1
Post requirements (jointly financed)

Category	*2008-2009*	*2010-2011*	*2012*[a]
Professional and above			
D-2	1	—	—
D-1	6	—	(1)
P-5	12	—	(5)
P-4/3	18	—	(8)
Subtotal	**37**	**—**	**(14)**
General Service and related			
Other level	7	—	(4)
Subtotal	**7**	**—**	**(4)**
Total	**44**	**—**	**(18)**

[a] Provisional, depending on the starting date of the implementation of the ERP project.

61. **The Advisory Committee recognizes the need for a dedicated capacity to support the implementation of the enterprise resource planning project and recommends approval of the Secretary-General's staffing proposals. It requests that the posts be filled as required, in accordance with the needs of the project.**

Estimated requirements

62. The overall resource requirements for the implementation of the ERP system in the Secretariat over a five-year period are estimated at $285,560,600 (at current rates). This amount includes a contingency provision of 15 per cent of project cost, or $37,247,000. As noted by the Secretary-General (A/62/510/Rev.1, para. 54), pending the conclusion of procurement activities, this amount has not been established on the basis of firm contract costs for software and system integration services. It represents an estimate of the cost of the implementation and deployment of the ERP system, taking into account current market pricing, the ERP project costs of other United Nations organizations and advice sought from industry sources. The Advisory Committee notes that costs for software customization and integration services will be known only once the business process re-engineering phase has been completed and specific customization requirements have been identified and formalized.

63. A breakdown of the overall estimate of $248,313,600, excluding the contingency provision, is provided in table 1 and paragraph 54 of the Secretary-General's report. This includes $30.0 million for software licences and customization, $128.7 million for integration costs, $47.9 million for project and change management, $37.0 million for training and $4.7 million for operational costs. Table 2 of the report contains a summary of overall resource requirements by funding period and source of funds until the end of the project. The Secretary-General's estimates for the current biennium were based on the assumption that the project would be approved by the General Assembly during its sixty-second session, with funding commencing from 1 July 2008.

64. Upon enquiry, the Advisory Committee was provided with updated information on the resources requested for the biennium 2008-2009, given the delay

of the project. Updated text for revised elements of paragraph 109 of the Secretary-General's report, containing the actions to be taken by the General Assembly, was also provided to the Committee and is included in annex VIII. The Committee notes that the revised requirements for the biennium 2008-2009 are estimated at $42,847,500 (at current rates), representing a significant decrease from the initial requirement of $119,571,300 proposed in document A/62/510/Rev.1.

65. Tables 2 and 3 below show the revised requirement of $42,847,500 for the biennium 2008-2009 by component and object of expenditure respectively, as compared to the initial requirements set out in document A/62/510/Rev.1.

Table 2
Resource requirements for the enterprise resource planning project by component, 2008-2009
(Thousands of United States dollars)

Component	*Initial*[a]	*Revised*	*Increase/(decrease)*
Software licences and customization	14 000.0	2 525.0	(11 475.0)
Integration costs	42 106.2	20 258.6	(21 847.4)
Project and change management	16 306.3	10 927.5	(5 387.7)
Training	7 048.1	1 432.7	(5 615.4)
Operational cost	2 863.9	2 114.9	(749.0)
Subtotal	**82 324.3**	**37 258.7**	**(45 065.6)**
Contingency provision	37 247.0	5 588.8	(31 658.19)
Total	**119 571.3**	**42 847.5**	**(76 723.77)**

[a] See A/62/510/Rev.1, table 2.

Table 3
Resource requirements for the enterprise resource planning project by object of expenditure, 2008-2009
(Thousands of United States dollars)

Object of expenditure	*Initial*[a]	*Revised*	*Increase/(decrease)*
Posts	9 323.5	7 602.5	(1 721.0)
Other staff costs	3 776.4	3 596.0	(180.4)
Travel of staff	3 257.0	2 031.1	(1 225.9)
Contractual services	49 103.6	19 389.2	(29 714.4)
General operating expenses	2 232.5	1 545.6	(686.9)
Supplies and materials	33.0	24.0	(9.0)
Furniture and equipment	14 598.4	3 070.3	(11 528.10)
Subtotal	**82 324.3**	**37 258.7**	**(45 065.7)**
Contingency provision	37 247.0	5 588.81	(31 658.19)
Total	**119 571.3**	**42 847.5**	**(76 723.77)**

[a] See A/62/510/Rev.1, table 2.

66. The prorated distribution of the revised amount of $42,847,500 among the various sources of funding, on the basis of financing arrangements presented in paragraph 79 of the report, is shown in tables 4 and 5 below respectively.

Table 4
Revised requirements for the enterprise resource planning project by activity and funding source, 2008-2009
(Thousands of United States dollars)

Component	*Revised regular budget*	*Revised peacekeeping support account budget*[a]	*Revised extrabudgetary*	*Total*
Software licences and customization	378.8	1 565.5	580.8	2 525.0
Integration costs	3 038.8	12 560.3	4 659.5	20 258.6
Project and change management	1 639.1	6 775.1	2 513.3	10 927.5
Training	214.9	888.3	329.5	1 432.7
Operational cost	317.2	1 311.2	486.4	2 114.9
Subtotal	**5 588.8**	**23 100.4**	**8 569.5**	**37 258.7**
Contingency provision	838.3	3 465.1	1 285.4	5 588.8
Total	**6 427.1**	**26 565.5**	**9 854.9**	**42 847.5**

[a] July 2008-30 June 2009.

Table 5
Revised requirements for the enterprise resource planning project by object of expenditure and funding source, 2008-2009
(Thousands of United States dollars)

Object of expenditure	*Revised regular budget*	*Revised peacekeeping support account*[a]	*Revised extrabudgetary*	*Total*
Posts	1 140.4	4 713.6	1 748.6	7 602.5
Other staff costs	539.4	2 229.5	827.1	3 596.0
Travel of staff	304.7	1 259.3	467.2	2 031.1
Contractual services	2 908.4	12 021.3	4 459.5	19 389.2
General operating expenses	231.8	958.3	355.5	1 545.6
Supplies and materials	3.6	14.9	5.5	24.0
Furniture and equipment	460.5	1 903.6	706.2	3 070.3
Subtotal	**5 588.8**	**23 100.4**	**8 569.5**	**37 258.7**
Contingency provision	838.3	3 465.1	1 285.4	5 588.8
Total	**6 427.1**	**26 565.5**	**9 854.9**	**42 847.5**

[a] 1 July 2008-30 June 2009.

67. The Advisory Committee was informed of the revised requirements just as it was finalizing the present report. The reductions reflect changes in the sequence of activity and acquisition strategies, as well as delays in the approval of the project. The Secretary-General now considers that it would be in the best interest of the Organization to complete the selection of the ERP software before proceeding with activities related to the acquisition of integration services rather than conducting those activities in a partially overlapping manner as initially envisaged. In addition, he proposes to break down the acquisition of integration services for the design, build and/or roll-out phases of the project instead of developing system integration proposals to cover a comprehensive range of services for the entire project at the outset (A/62/510/Rev.1, para. 35). According to the Secretary-General, this approach would allow the United Nations to develop requirements for each phase of the project based on the deliverables from the prior phase, thereby reducing the risk of cost and scope escalation. In addition, this approach would permit the selection of vendors with expertise in specific integration phases, for example, training of staff during the roll-out, thereby increasing competition. The Committee was also provided with an updated timeline for the project (see annex IX), which shows an overall six-month delay in completion of the implementation.

68. The Advisory Committee was further informed that, as a consequence of this approach, the following activities and expenditures envisaged previously during 2008-2009 would not be completed during the biennium:

- Software licences and customization ($11,475,000): as a result of the Organization's stronger negotiation strategy with the software vendors, there would be limited payment for software licensing during the design phase of the project, and any required customizations would be initiated later in 2009.
- Software integration ($21,847,400): based on the above-stated approach to the acquisition of software integration services, there would be a significant reduction in the overall work-months required during the biennium 2008-2009, as those resources would be required during the subsequent build and roll-out phases.
- Project and change management ($5,387,700): the ERP project team would postpone the recruitment of its full staffing complement until July 2009 until the initiation of the design phase after the completion of high-level business re-engineering activities in the first quarter of 2009. The change management strategy continues to focus on an awareness campaign for the stakeholders of the ERP project, pending approval by the General Assembly.
- Training ($5,615,400): the commencement of training is dependent upon the acquisition of the ERP software solution, which is in the final phase of evaluation.
- Operational costs ($749,000): the above delays have a corresponding impact on the requirements related to general operating expenses.

69. **The Advisory Committee considers that these revisions represent a significant change in the strategy for the implementation of ERP as set out in paragraph 35 of the report. The Committee therefore recommends that the Secretary-General be requested to submit a revised ERP project implementation plan and updated budget for the consideration of the General Assembly in the context of its consideration of the proposed programme budget**

for the biennium 2010-2011. The Secretary-General should be in a position to update and confirm the project plan, given the appointment of the project director in September 2008. The revised implementation plan should also include the following:

(a) Information on the implementation of the modified ERP governance structure described in paragraph 50 above;

(b) Details on tangible benefits and productivity gains to be achieved through the implementation of ERP along with benchmarks for measuring progress towards achieving planned results;

(c) Details on the estimated costs for the maintenance of the existing application and new systems in the post-implementation phase, including the duration of the overlap time during which both the new and existing systems will be operational.

70. **The Advisory Committee recommends that, in the meantime, the Secretary-General be provided with sufficient resources to staff the core project team and to proceed with the tasks and project activities of the detailed design phase, as well as any other tasks that need to be performed so as not to incur further delays in the project schedule. Accordingly, the Committee recommends that the General Assembly approve the revised resources requested for the current biennium in the amount of $37,258,700, comprising $5,588,800 to be funded under the regular budget; an amount of $23,100,400 from the support account for peacekeeping operations for the period from 1 July 2008 to 30 June 2009 and an amount of $8,569,800 to be provided from extrabudgetary resources. It should be noted that remaining requirements will be included in subsequent peacekeeping support account budgets.**

71. From the revised text for paragraph 109 provided to the Advisory Committee (see para. 64 above and annex VIII below) the Committee notes that the Secretary-General is proposing to finance the regular budget requirements of the ERP project for the current biennium in the amount of $6,427,100 under budget section 28A, Office of the Under-Secretary-General for Management, as follows: (a) $2,346,000 of interest accrued under the IMIS fund available as at 31 December 2007; and (b) $4,164,300 from the available balances in the surplus account of the United Nations General Fund. As noted by the Secretary-General (A/62/510/Rev.1, para. 82(b)), this would require the suspension of the provisions relating to the application of credits under regulations 3.2 (d), 5.3 and 5.4 of the Financial Regulations and Rules of the United Nations, which require the surrender of such funds. **The Committee recommends approval of the Secretary-General's proposals, except for the contingency provision (see para. 72 below).** As such, the amount of $5,588,800 would be financed as follows: $2,346,000 from the interest accrued under the IMIS fund available as at 31 December 2007 and $3,242,800 from the available balances in the surplus account of the United Nations General Fund. **The Committee recommends approval of the utilization of the interest accrued under the IMIS fund. It considers that the use of available balances in the surplus account of the United Nations General Fund and the unencumbered balance of the active peacekeeping operations for the financial period ended 30 June 2008 is a matter for a policy decision by the General Assembly.**

72. **The Advisory Committee is not recommending approval of the contingency provision of $5,588,810 requested by the Secretary-General. The Committee notes that in his original proposal (A/62/510/Rev.1), the Secretary-General proposed a contingency provision of $37,247,000, representing 15 per cent of the overall estimated project cost of $286 million to be financed immediately in 2008-2009, during the first biennium of the project's five-year life cycle. The Committee is of the view that such a provision is not warranted, given the reduced scope of activities envisaged during the remainder of the current biennium, as well as the Secretary-General's phased approach for the acquisition of integration services, which limits the risk of cost escalation and uncertainty (see paras. 67 and 68 above).**

Multi-year special account

73. The Secretary-General is requesting authorization to establish a multi-year special account to record income and expenditure for the ERP project. The Advisory Committee recalls that in its previous report (A/62/7/Add.31, para. 11) it had expressed reservations about such an arrangement. The Committee enquired as to the reasons for the Secretary-General's resubmission of this proposal, and was informed that the multi-year special account would ensure that total approved funding would be available when required, thereby avoiding procurement delays due solely to the unavailability of funds. It would also provide some flexibility in the requisitioning of items requiring long lead times that are not always aligned to budget cycles. The Committee was further informed that once the project was completed, which is currently projected for the biennium 2012-2013, the residual balance in the multi-year fund would be reported to the General Assembly for its disposition in accordance with established practice. The special account also facilitates the management of different sources of funding with different funding periods. **In the light of the explanations provided, and recognizing the need for a degree of flexibility in the management of the procurement process of the ERP software and services, the Committee recommends acceptance of the Secretary-General's proposal contained in paragraph 109 (l) of document A/62/510/Rev.1, and subsequently confirmed (see sect. V and annex VIII below), to establish a multi-year special account to record income and expenditure for this project. The Committee reiterates its previous recommendation that efficient utilization and transparent reporting on the project implementation costs must be ensured and emphasizes the need for effective monitoring of the project and the submission of meaningful performance reports to the Assembly on a regular basis. The Committee also stresses that any substantive changes or modifications of the scope of the project, as well as any extension of the multi-year special account beyond the biennium 2012-2013, should the need arise, would have to be authorized by the Assembly.**

Cost sharing

74. As indicated in paragraph 79 of the report, it is proposed to finance the ERP project from the main sources of funds, namely, 15 per cent from the regular budget, 62 per cent from the peacekeeping support account and 23 per cent from the special accounts for programme support costs. Overhead income generated by expenditures relating to technical cooperation, general trust funds and reimbursement for administrative support provided by the Organization to extrabudgetary entities, such

as UNDP and UNICEF, is credited to the special accounts for programme support costs. As indicated by the Secretary-General, the percentages are calculated on the basis of the distribution of 2008-2009 estimated resources, rather than actual expenditures. **The Committee notes the inclusion of contributions from extrabudgetary sources, which it considers appropriate. It recommends approval of the Secretary-General's proposal at this time.**

75. **In the view of the Advisory Committee, an alternative approach would be to establish the cost-sharing ratio on the basis of actual expenditures rather than estimates, as currently proposed by the Secretary-General. In such an eventuality, the Committee is of the view that the Board of Auditors should be requested to provide a statement on the composition of the overall expenditures of the United Nations by funding source, on the basis of the audited financial statements. The Committee recommends that the Secretary-General be requested to explore such an alternative in future proposals.**

B. Customer relationship management and enterprise content management

76. In his report (A/62/510/Rev.1), the Secretary-General resubmitted proposals that had been submitted in the previous version of his report (A/62/510). The financial requirements were updated to reflect current rates as well as a modified funding period, which would commence from 1 July 2008 instead of 1 January 2008. The observations and recommendations contained in the Committee's related report (A/62/7/Add.31) remain valid. The Committee had recommended approval of the Secretary-General's proposals for implementation of the customer relationship management and enterprise content management systems.

77. **The Advisory Committee points out, however, that, given the timing of the consideration of these proposals by the General Assembly (see para. 43 above), the funding period and resources requested for the current biennium will have to be adjusted accordingly. The Committee requests that updated information be provided to the Assembly at the time of its consideration of the proposals.**

IV. Information and communications technology security, disaster recovery and business continuity for the United Nations Secretariat

78. The report of the Secretary-General (A/62/477) was issued on 9 October 2007 in response to: (a) General Assembly resolution 59/276 (section XI), in which the Assembly requested the Secretary-General to provide a detailed proposal for a global operational framework for ICT security, business continuity and disaster recovery, as outlined in his report on a strengthened and unified security management system for the United Nations; (A/59/365 and Corr.1 and Add.1 and Corr.1); and (b) Assembly resolution 60/266, in which the Assembly requested the Secretary-General to submit a comprehensive report on the proposed establishment of and justification for mission on site, mission in theatre and off site and off-site and out-of-theatre redundant data centres for disaster recovery and business continuity in peacekeeping missions, as well as on a secondary active

communications facility and a disaster recovery and business continuity centre for information technology.

79. The report of the Secretary-General contained two sets of proposals relating to:

(a) A global operational framework for ICT infrastructure to support disaster recovery and business continuity for information and telecommunications systems for the entire Organization, including peacekeeping operations, through the establishment of a major centralized data centre at UNLB and one at a proposed secondary site in Valencia;

(b) The transfer of the current data centres in the Secretariat and DC-2 Buildings in New York to a North Lawn facility and a facility in Long Island City during the transition phase of the capital master plan.

80. As indicated in paragraph 4 above, the Advisory Committee initially considered the report of the Secretary-General during the main part of the sixty-second session of the General Assembly in November 2007 and issued its report on 21 December 2007 (A/62/7/Add.31). In that report the Committee recommended that the Secretary-General be authorized to proceed with the implementation of the North Lawn facility (A/62/7/Add.31, para. 34 (a)) and that he pursue his discussions with UNICEF, UNDP, the United Nations Population Fund (UNFPA) and the United Nations Joint Staff Pension Fund with a view to concluding an agreement on cooperative arrangements for a multi-agency joint operation at the Long Island City site and report thereon at the resumed sixty-second session of the Assembly (A/62/7/Add.31, para. 34 (b)). The Committee also reverted to the remaining proposals regarding the global operational framework and the requirements for the data centres at UNLB and the proposed secondary site in Valencia (site B) in the context of the detailed report on the implementation of the ERP system (A/62/7/Add.31, para. 33).

81. The Advisory Committee was provided updated information on section III of the report of the Secretary-General (A/62/477) containing the summary of resource requirements and the action to be taken by the General Assembly. That information (see annexes X and XI) included:

(a) An updated table 5 from the report of the Secretary-General, with the summary of resource requirements by site, reflecting adjustments of funding periods and resource requirements as a result of the delay in implementation (see annex X);

(b) Revised paragraphs 119 to 123 of the report of the Secretary-General, containing the action to be taken by the General Assembly (see annex XI).

In light of the latest information received (see para. 83 below), the Advisory Committee points out that the updates concerning the Long Island City site are no longer valid.

82. Upon finalizing its report, the Advisory Committee noted the issuance of the report of the Secretary-General on revised estimates relating to the programme budget for the biennium 2008-2009 under sections 3, 17, 18, 20, 21, 27, 28C, 28D, 28E, 28F, 28G, 33 and 35 related to business continuity management (A/63/359).

A. Long Island City site

83. **At a very late stage in its consideration of the proposals of the Secretary-General, the Advisory Committee learned, upon enquiry, that the proposed Long Island City site was no longer being pursued. The Committee is concerned that it was not informed about this development earlier, despite the fact that the Secretariat was well aware that the Committee was in the process of reviewing reports related to ICT. In view of this change of plans, the General Assembly is no longer required to take any action on the resources requested for the Long Island data centre, in the amount of $33,942,000, including $20,917,600 for construction and lease costs and $13,024,400 for equipment (see annex X). The Committee recommends that the Assembly request the Secretary-General to submit a new proposal for a secondary data centre for United Nations Headquarters in New York, including a detailed justification of the reasons for the change and information on the costs already incurred in connection with the Long Island City site.**

B. Site B

84. With respect to the first set of proposals concerning the global operational framework for ICT infrastructure, the Advisory Committee notes from the Secretary-General's report that there has been no Organization-wide approach to disaster recovery and business continuity (A/62/477, para. 7). With each duty station developing its own standards and infrastructure, few duty stations have made provisions for disaster recovery and business continuity, thereby exposing the Organization to considerable risks. **In the view of the Committee this situation clearly demonstrates the need for a central authority under the Chief Information Technology Officer to set common standards, provide an Organization-wide perspective, optimize use of resources and improve ICT services.**

85. The need for a secondary active communications facility as a backup to UNLB is set out in the report of the Secretary-General (A/62/477, paras. 51-54). The Secretary-General noted that a secondary active site with full capabilities must be established to ensure the continuity and integrity of the core functions of the Department of Peacekeeping Operations and the Department of Field Support in the event of a catastrophic incident and to provide continuous voice, data and video services in cases of short-term disruptions. The Advisory Committee notes also that, as highlighted by the Office of Internal Oversight Services in its comprehensive management audit of the Department of Peacekeeping Operations (see A/60/717), at present the telecommunications hub and the centralized applications (including Galileo and Mercury) hosted at UNLB do not have a remote backup facility. The primary role of the site B facility will therefore be to provide backup for telecommunications in case of a major outage at UNLB and to avoid a catastrophic impact on the global operations of all field missions. The Committee notes that both sites would remain fully operational at all times in order to provide a seamless transition in case of system failure, while simultaneously facilitating the distribution of ICT traffic and workload during normal operations to improve performance. Each site would have sufficient capacity to absorb 100 per cent of the traffic in the eventuality of disaster at one site.

86. The Secretary-General indicated that the Organization's enterprise applications such as ERP, customer relationship management and enterprise content management would also be hosted at UNLB and site B (A/62/477, para. 5). While the primary role of UNLB and site B will be to support peace operations, the ICT facilities will serve as a United Nations hub, providing disaster recovery and business continuity services to Headquarters, offices away from Headquarters and field missions.

87. Upon enquiry, the Advisory Committee was informed that the Government of Spain had offered to construct a number of customized buildings on a 40,500 square metre site, for the exclusive use of the United Nations, including a data centre, an office building and satellite bases, free of charge. Upon enquiry, the Committee was also informed that a host country agreement and an administrative agreement would be signed by the host country and the United Nations, and that the host country would continue to provide support under the terms of the agreement for as long as the agreement stayed in place. In addition, the host country would provide maintenance support and extend the security arrangements granted to diplomatic missions. All buildings would meet the security recommendations of the Department of Safety and Security. **In this regard, the Committee encourages the Secretary-General to seek a long-term arrangement and trusts that host country support would be extended on a sustained basis.**

88. The Advisory Committee was further informed the total cost of the three-year project to establish the secondary active communications facility is not expected to increase and that, since the buildings and facilities to be provided by the Government of Spain would be new and guaranteed against structural failure, maintenance costs would be minimal. The Committee understands that the Secretary-General selected the Valencia location among three leading proposals on the basis of technical advantages relating to its location and climate, which remain relevant (see annex XII) The Committee welcomes the generous offer of the Government of Spain (see also A/62/7/Add.31, para. 33).

89. **The Advisory Committee recognizes the risks of relying solely on the communications facilities at UNLB, as well as the need for further data storage facilities. It considers that ICT infrastructure and facilities for effective disaster recovery and business continuity should be put in place in order to ensure that the Secretariat will be able to respond effectively to emergency situations and to protect its communications capability. It recommends approval of the Secretary-General's proposal to host the secondary active communications facility at Valencia, as requested in the updated paragraph 122 (a) of the report of the Secretary-General (A/62/477) (see annex XI).**

Overall estimate

90. The Secretary-General indicates that site B will be fully established over a three-year period (A/62/477, para. 80). The Advisory Committee was informed that the project is expected to be completed by 31 December 2011, subject to its approval by the General Assembly at its sixty-third session. The updated, overall requirements proposed for the implementation of disaster recovery and business continuity at UNLB and site B over the three-year period under the regular budget and the peacekeeping support account is shown in table 6 below.

Table 6
Overall estimate for UNLB and site B

Regular budget		
	2008-2009[a]	5 030 400
	2010-2011	6 219 000
Subtotal	**2008-2011**	**11 249 400**
Peacekeeping support account		
	1 July 2008 to 30 June 2009[a]	149 400
	1 July 2009 to 30 June 2010	2 108 000
	1 July 2010 to 30 June 2011	4 759 400
	1 July 2011 to 30 June 2012	2 800 700
Subtotal	**1 July 2008 to 30 June 2012**	**9 817 500**
Grand total		**21 066 900**

[a] Subject to its approval by the General Assembly at its sixty-third session, the three-year project is expected to finish by 31 December 2011.

91. As indicated in the Secretary-General's report (A/62/477, para. 74), the overall amount of $11,249,400 requested under the regular budget encompasses the equipment, software and services required to implement replication and disaster recovery capabilities at both UNLB and site B for the Secretariat and offices away from Headquarters. It also includes a yearly recurrent amount of $2,338,500 requested for communications infrastructure and links between the offices away from Headquarters and site B, as well as for the costs for maintenance of the equipment. The amount of $9,817,500, including post and non-post resources, requested under the peacekeeping support account over a three-year period ending 31 December 2011 is required to establish site B. The Advisory Committee was also informed that that amount includes an estimated $155,000 for maintenance of the buildings and grounds over the three-year period. A summary of costs by object of expenditure is provided in the report of the Secretary-General (A/62/477, table 1).

92. Details on staffing requirements over the three-year period during which site B is to be established are provided in the report of the Secretary-General (A/62/477, para. 80 and table 2). The Secretary-General indicated that two posts (1 P-5, 1 General Service-Other level) were required under the support account for peacekeeping operations during the first year of the project (see para. 94 below) and that additional posts would be required subsequently during the second and third years of the project to provide management and operational support as the facility was being established as a global ICT hub. As shown in the report of the Secretary-General (see A/62/477, table 2), the total staffing requirements proposed under the support account would grow from two posts during the first year, to a total of 11 posts in the second year and 22 posts in the third year. The Secretary-General indicated that those requirements would be proposed under future support account budgets.

Resource requirements

93. The following posts are requested to for the management and operations of the global operational framework:

(a) Two P-5 posts under section 28D of the regular budget for Senior Disaster Recovery/Business Continuity Officers, one at UNLB and one at site B, with specialized skills to deal with the implementation and management of the disaster recovery and business continuity strategy and provide services to the United Nations Secretariat as a whole (A/62/477, para. 79);

(b) One P-5 post under the peacekeeping support account, responsible for the establishment and commissioning of site B, including the planning, implementation, monitoring and evaluation of all site B project activities.

94. The Advisory Committee was informed that the General Service post initially requested under the peacekeeping support account to provide administrative support to the project at site B (A/62/477, para. 80; see para. 92 above) would no longer be required. **The Committee recommends approval of the Secretary-General's proposals as described in paragraph 93 above.**

95. The Advisory Committee notes that the P-5 post for site B will be supported from within resources approved for the same period for UNLB for the period ending 30 June 2009. It will be proposed for inclusion as an additional post in the proposed budget for the support account for the period 1 July 2009 to 30 June 2010.

96. **With respect to the Secretary-General's proposals related to the establishment of the secondary site, the Advisory Committee recommends that the Secretary-General be authorized to proceed with the implementation of the site B facility. Accordingly, it recommends that the General Assembly:**

(a) **Approve the additional resource requirements under the regular budget for the biennium 2008-2009 of $5,030,400, comprising $5,009,200 under section 28D, Office of Central Support Services, and $21,200 under section 35, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment;**

(b) **Take note of the intention to meet the estimated requirements of $149,400 for the establishment of the secondary active telecommunications facility at Valencia (site B) for the period from 1 July 2008 to 30 June 2009 from within resources approved for the same period for UNLB.**

V. Updates to the report of the Secretary-General on information and communications technology: enterprise systems for the United Nations worldwide

97. Upon request, the Advisory Committee was provided with updated text (see annex VIII) for elements in paragraph 109 of the report of the Secretary-General (A/62/510/Rev.1) setting out the actions to be taken by the General Assembly to reflect revised requirements for the ERP project for the biennium 2008-2009 (see para. 64 above).

A. Updates to paragraph 109 relating to the actions to be taken by the General Assembly

98. In the updated text, paragraphs 109 (a) through (d) of the report of the Secretary-General would remain unchanged. The subsequent paragraphs would be adapted (see annex VIII).

VI. Updates to the report of the Secretary-General on information and communications technology security, disaster recovery and business continuity for the United Nations

A. Update to table 5

99. Upon request, the Advisory Committee was provided with updated information on section III of the report of the Secretary-General on ICT security, disaster recovery and business continuity (A/62/477) containing the summary of resource requirements and action to be taken by the General Assembly (see para. 81 above). The information included an updated table 5 of the report, with the summary of resource requirements by site, reflecting adjustments of funding periods and resource requirements as a result of the delay in the implementation (see annex X).

100. The breakdown of resource requirements of $11,249,400 under the regular budget for proposed site B, by budget section was also provided, as follows:

Table 7
Resource requirements for proposed site B

	Regular budget	
Budget section	*2008-2009 requirements*	*2010-2011 requirements*
Section 28D, Office of Central Support Services	5 009 200	6 176 400
Section 35, Staff assessment	21 200	42 600
Total	**5 030 400**	**6 219 000**

B. Updates to paragraphs 119 to 123 relating to the actions to be taken by the General Assembly

101. The Advisory Committee also received updates to paragraphs 119 to 123 of the report of the Secretary-General on action to be taken by the General Assembly (see annex XI).

Annex I

Information and communications technology personnel at the United Nations Secretariat[a] (As of September 2008)

Department/office	*D*	*P*	*FS/L*	*GS*	*Total international*	*Local*	*UNV*	*ICC*	*Contractual staff*	*Total*
Department of Management										191
Information Technology Support Division	5	74		71	150					150
Procurement Division		2		2						4
Office of Human Resources Management		8		4	12					12
Office of Programme Planning, Budget and Accounts	1	14		10	25					25
Department of Field Support and field missions										2 753
Information and Communications Technology Division: Headquarters	2	28		16	46				79	125
Department of Field Support: field missions[b]	2	63	556	20	641	887	107	79	899	2 613
Department of Field Support: others	0	9	0	6	15					15
Other departments/offices										110
Department of Economic and Social Affairs[c]		5		1	6					6
Department for General Assembly and Conference Management		8		22	30					30
Department of Political Affairs		4		3	7				3	10
Department of Public Information		2		5	7					7
Office for the Coordination of Humanitarian Affairs		6		13	19	11				30
Office of the United Nations High Commissioner for Human Rights		8		16	24				1	25
Office of Disarmament Affairs				1	2					2
Regional commissions										184
Economic Commission for Europe		5		3	8				1	9
Economic Commission for Africa		15	2	28	45	3			49	97
Economic Commission for Latin America and the Caribbean		5		17	22				8	30

Department/office	*D*	*P*	*FS/L*	*GS*	*Total international*	*Local*	*UNV*	*ICC*	*Contractual staff*	*Total*
Economic and Social Commission for Asia and the Pacific		5		14	19				6	25
Economic and Social Commission for Western Asia		2		6	8	6			9	23
International Criminal Tribunal for Rwanda		7	24	27	58				10	68
United Nations Office at Geneva		33		55	88				14	102
United Nations Office at Nairobi		12		38	50	1				51
Total	**10**	**316**	**582**	**378**	**1 286**	**908**	**107**	**79**	**1 079**	**3 459**

Abbreviations: D, Director; FS, Field Service; GS, General Service and related category; ICC, International Computing Centre; L, project personnel; P, Professional category; UNV, United Nations Volunteers.

[a] The following did not submit ICT staffing information: the Department of Peacekeeping Operations, the Department of Safety and Security, the Office of Internal Oversight Services, the Office of Legal Affairs, the International Tribunal for the Former Yugoslavia, the United Nations Office at Vienna and the United Nations Office on Drugs and Crime. Data collected from United Nations departments, offices and field missions as part of the ICT activities survey conducted in August and September 2008.

[b] Department of Field Support: field missions did not include the following: United Nations Mission in Liberia (UNMIL), United Nations Mission for the Referendum in Western Sahara (MINURSO), United Nations Observer Mission in Georgia (UNOMIG), United Nations Interim Force in Lebanon (UNIFIL), United Nations Regional Centre for Preventive Diplomacy for Central Asia, African Union-United Nations Hybrid Operation in Darfur (UNAMID), United Nations Peace-building Support Office in the Central African Republic (BONUCA) and United Nations Integrated Office in Sierra Leone (UNIOSIL).

[c] Partial amount provided.

Annex II

Activities to be transferred from the Information and Communications Technology Division of the Department of Field Support to the Office of Information and Communications Technology

Name	*Description*
Talent management	New enterprise system to better manage the full lifecycle of recruitment and workforce planning for departments and field missions (in planning/design phase)
Enterprise portal	New, definitive, centralized source for secure self-service access to integrated information, data, knowledge and applications (procurement initiated)
Enterprise identity management system	New central repository for secure and effective identity management to simplify user administration for information and communications technology (ICT) resources using authentication rules and authorization privileges that can be managed efficiently and confidently. Once implemented the enterprise identity management system will allow users to gain access to multiple information and communications technology resources with a single sign-on (login). The system will support the implementation of several other enterprise management systems (commercial off-the-shelf software: implementation planning begun)
Rations management system	New automated system for the management and monitoring of rations and related operations in field missions (in procurement)
Fuel management	New system to automate the management and monitoring of fuel use in field missions. The system will mitigate waste and loss and enable the review of vendor performance, contract compliance and improved negotiations on new contracts (in procurement)
Galaxy	Galaxy (e-Staffing) is the existing enterprise system for the recruitment of staff. Support for the Galaxy system includes maintenance and functional improvements (operational)

Annex III

Tools, applications and systems supported by the Information and Communications Technology Division of the Department of Field Support

Name	*Description*
Audit recommendations tracking system	Facilitates the tracking of Department of Peacekeeping Operations (DPKO)/Department of Field Support (DFS) audit recommendations and resulting actions
Aviation safety database	Supports the creation of standardized reports used by Aviation Safety Officers at mission
DPKO/DFS telephone directory	Web-based stand-alone centralized telephone directory of peacekeeping personnel worldwide that enables users to search for contact information and presentation of information based on the user's location — i.e., correct relevant country and tie line codes as well as reverse search, Google such as easy search and search by organization structure
Board of Inquiry repository	Searchable repository of Board of Inquiry documentation and actions. Also provides statistical information on Board of Inquiries activities worldwide and their status
Fourth Committee website	Serves as a comprehensive repository of the Special Political and Decolonization (Fourth) Committee's documents and drafts, providing global access to the members of the Fourth Committee, for whom it is a reference source
Special Committee on Peacekeeping Operations website	Provides authorized representatives with information to assist in the planning and support of the Committee's activities and the production of official reports. Includes a repository of briefing materials and relevant guidance. Accessible to members of the Special Committee on Peacekeeping Operations over the Internet using secure login
Contingent-owned equipment data repository and reporting	Provides the Contingent-owned Equipment Unit with repository and reporting data to support analysis of current and past performance of contributing countries in meeting obligations set out in memorandums of understanding
Communities of practice: best practices; conduct and discipline; rule of law; civil affairs; gender; property management; risk management; planning, fuel management	A collaboration system for subject matter experts at Department of Peacekeeping Operations missions as well as peacekeeping partners. Provides mediated electronic forums where members can ask each other questions, exchange information, build up a shared library of useful documents and find counterparts and subject matter experts at other field missions

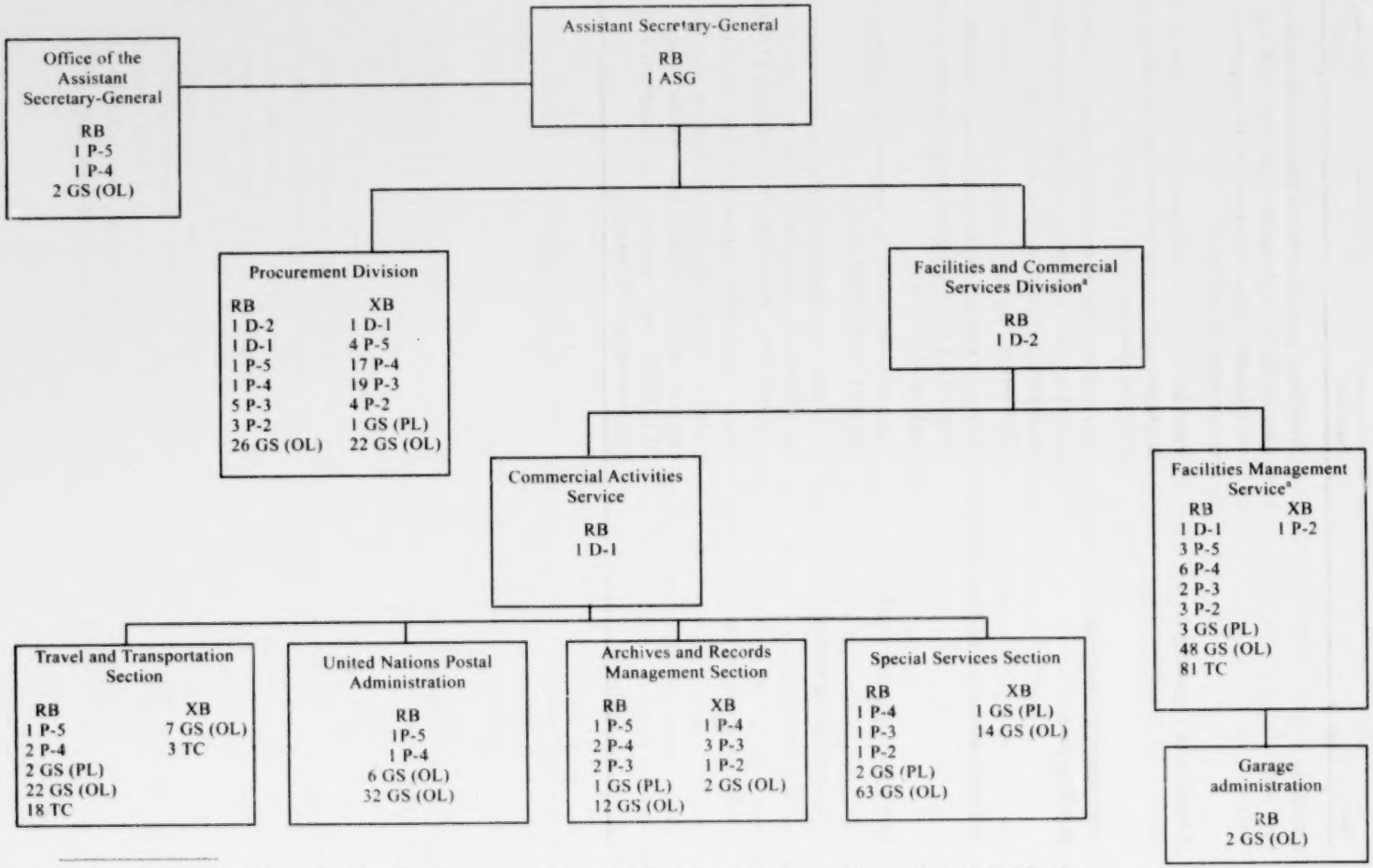
Name	*Description*
Contingent-owned equipment database	Facilitates the management and verification of contingent-owned equipment for self-sustainment of troop-contributing countries
Cyberark	Supports storage and transmission of classified information using highly secure technologies
DFS: contract database	Contract reference database for the administration of contracts in field missions
DPKO: Intranet and guidance repository	Provides a central repository of information on peacekeeping as well as for doctrine (policy, procedures and guidelines). The site also provides dynamic interchange of information between the United Nations Secretariat and field missions
DPKO: reference library	Reference library on standard operating procedures, manuals, etc.
Enterprise feedback management system	Web-based systems to create, deploy and manage surveys as well as analyse their results. Users include 34 administrators and more than 10,000 survey recipients
ESTARS SMART and situation report repository	Supports the secure transmission of situation reports and other sensitive communications between Headquarters and the field missions
ESTARS suite	Supports team planning and agenda management for the Office of the Under-Secretary-General
External contacts database	Centralized, web-enabled repository of the Office of the Under-Secretary-General of DPKO; used to manage external media and information contacts and to track requests for information from the Office of the Under-Secretary-General
Fleet management	Provides functionality for effective fleet management
Funds monitoring tool	Web-based financial monitoring tool used by Headquarters and field mission finance staff that consolidates near real-time financial data from Headquarters and four external financial systems to assist and support financial planning and decision-making
Galileo	Web-based, centrally managed, automated inventory management system that facilitates supply-chain management and strategic stock deployment by providing accurate inventory records for DPKO field operations
Groove	Commercial collaboration software providing a suite of tools to share information and manage activities within and between groups. Secure/encrypted storage and transmission of information. User groups include field satellite engineers and ICT network administrators as well as advance field mission assessment teams

Name	*Description*
Service desk and service pages	Service desk tool for DFS/DPKO and the Helpdesk of the United Nations Logistics Base at Brindisi, Italy (UNLB) to record and manage all service requests related to information technology
Local committees on contracts/ Headquarters Committee on Contracts tracking database	Tracks the activities of the local committees on contracts and the Headquarters Committee on Contracts
Logistics Support Division: public outreach website	Public website that highlights the work of the Logistics Support Division and promotes job opportunities with a focus on achieving gender balance
MARS correspondence management system	Manages the document lifecycle and distribution for DPKO/DFS correspondence and ancillary documentation
MATRIX time and attendance system	Manages time and attendance of DPKO/DFS staff. Also used in several field missions
Mercury 2	Web-based system that automates procurement workflow for goods and services for DPKO/DFS field operations
Misconduct tracking system	Web-based system to track and report allegations and cases of misconduct in the DPKO/DFS field missions. Information is shared with the Office of Internal Oversight Services to support field investigations
Mission electronic fuel accounting system	Web-based system providing functionalities to support planning, consumption and inventory control of fuel in field missions. In addition, analysis and reporting, contract administration, invoice matching and budgeting activities are supported
Mission lifecycle management (road map)	Provides a central data collection facility from missions to assist DFS management, logistics operations, and Headquarters specialists in coordinating and monitoring mission activities
Public websites of missions (United Nations Mission in the Central African Republic (MINURCAT), African Union-United Nations Hybrid Operation in Darfur (UNAMID), United Nations Mission in Ethiopia and Eritrea (UNMEE), United Nations Mission in the Sudan (UNMIS), United Nations Integrated Mission in Timor-Leste (UNMIT), United Nations Peacebuilding Support Office in Guinea-Bissau (UNOGBIS) and United Nations Office for West Africa (UNOWA))	Mission websites used to communicate the purpose and activities and key information about a mission to the general public

Name	*Description*
Nucleus	Web-based recruitment and post management application used by the Field Personnel Division of DFS to compliment Galaxy functionality in support of the recruitment of field staff
Operational reporting system	Provides a series of integrated technologies to structure, aggregate and display information in a secure and effective manner
Peacekeeping Best Practices Section: public website	Research tool for members of the public interested in peacekeeping knowledge. It is a central location for the peacekeeping community to access and share current information
Software assets management system	System to manage, monitor and track software assets for DPKO/DFS field missions, including the management and tracking of licences
Travel authorization database	Automates and tracks the requests for authorization of travel of DPKO/DFS staff
Videoconference management system	Web-based system used to reserve and manage requests for videoconferencing services as well as to coordinate with required videoconference resources at missions
Written exercise system	Publicly accessible, centralized, web-based tool that provides features and functionalities to manage written exercises used in a recruitment process of new DPKO/DFS staff members at Headquarters and for deployment to field missions

Annex IV

Revised organization chart of the Department of Management/Office of Central Support Services



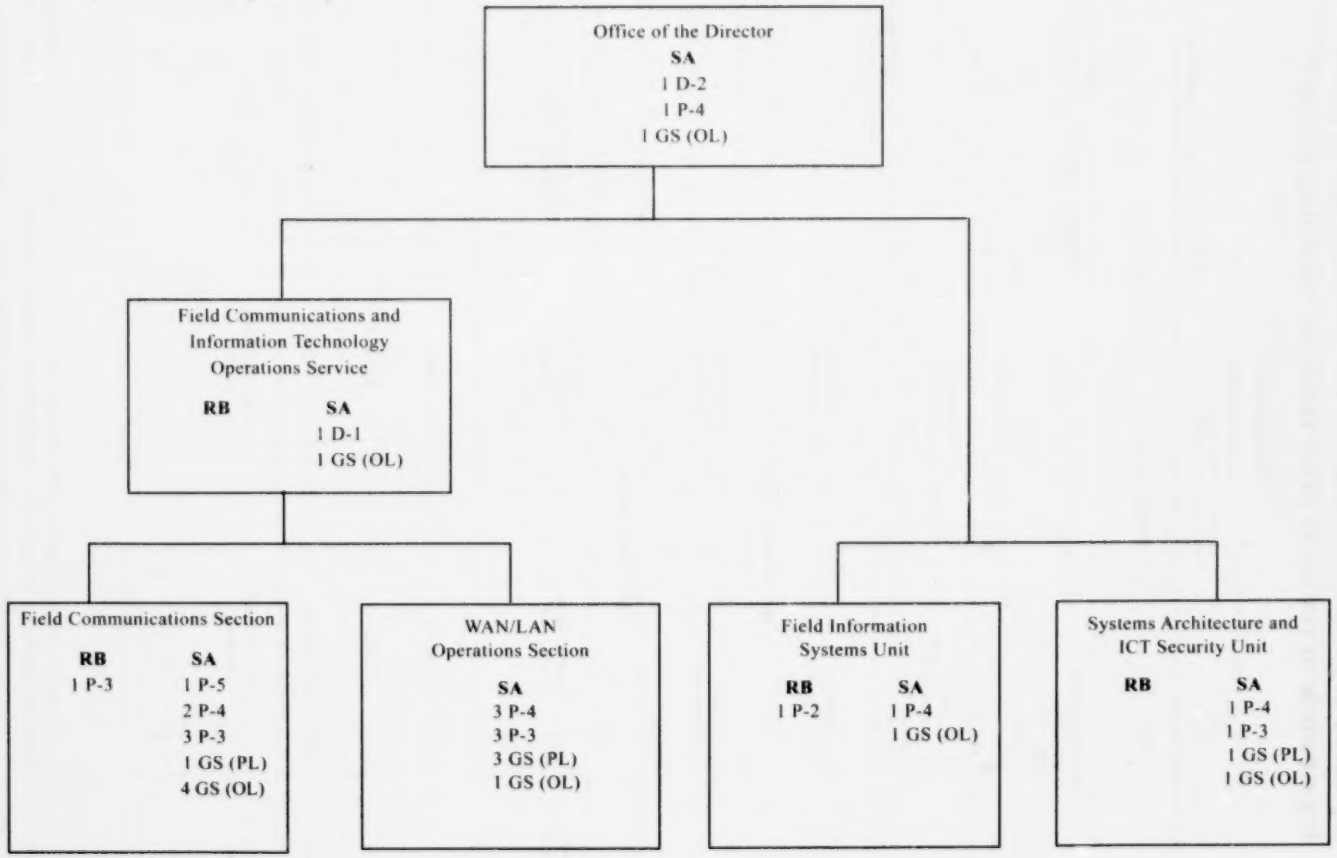
Abbreviations: ASG, Assistant Secretary-General; D, Director; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); TC, Trades and Crafts.

[a] The Director of the Facilities and Commercial Services Division and the Chief of the Facilities Management Service report to the Executive Director/Assistant Secretary-General for the capital master plan on issues relating to facilities management services and to the ASG of the Central Support Services on issues relating to commercial activities/services.

Annex V

Revised organization chart of the Information and Communications Technology Division of the Department of Field Support

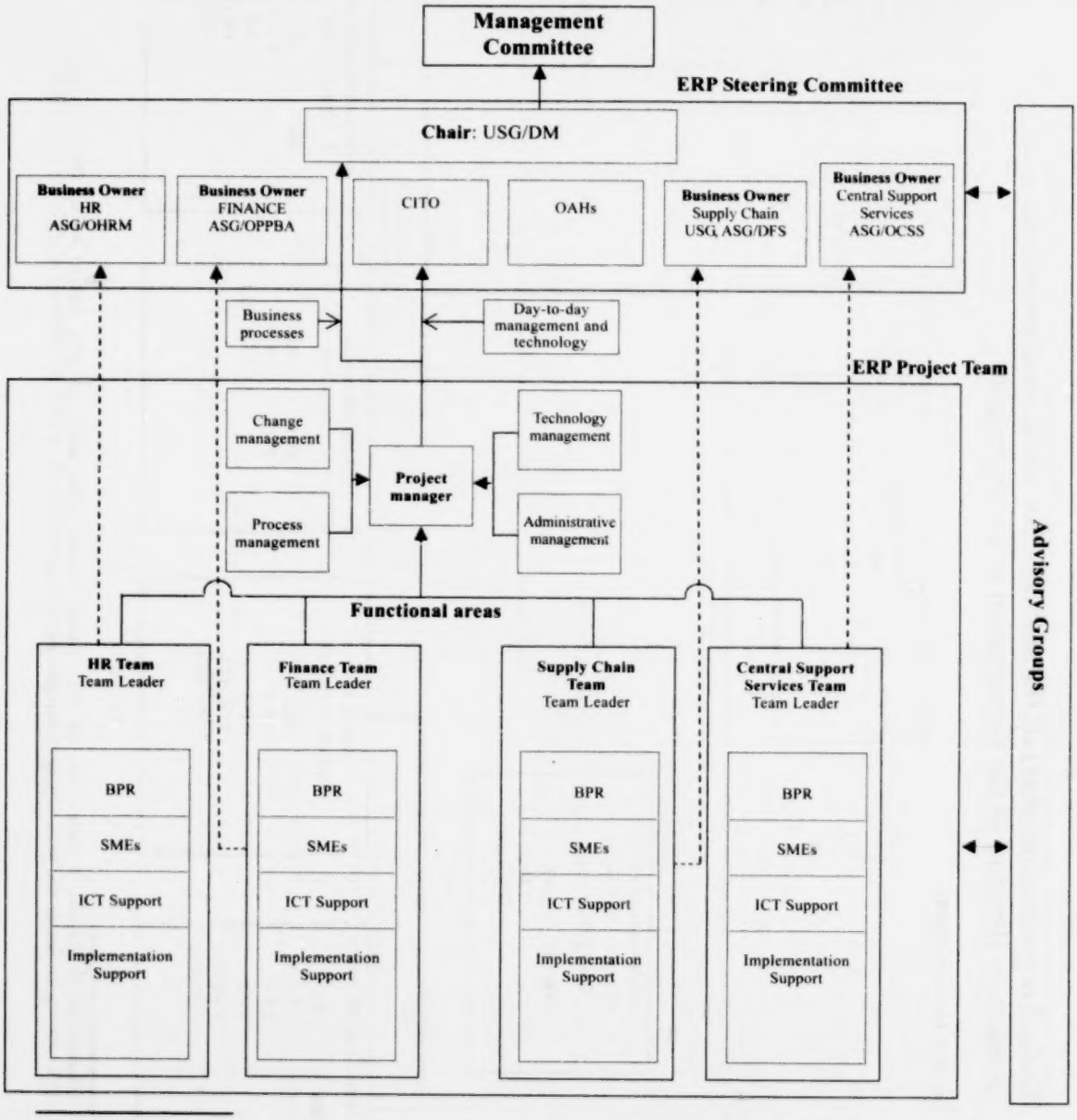
(as of 1 January 2009)



Abbreviations: D, Director; P, Professional; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; SA, peacekeeping support account.

Annex VI

Updated organization chart of the proposed governance framework of the enterprise resource planning project[a]



Abbreviations: ASG, Assistant Secretary-General; BPR, business process re-engineering; CITO, Chief Information Technology Officer; DFS, Department of Field Support; DM, Department of Management; HR, Human resources; OAH, offices away from Headquarters; OCSS, Office of Central Support Services; OHRM, Office of Human Resources Management; OPPBA, Office of Programme Planning, Budget and Accounts; SME, subject matter expert; USG, Under-Secretary-General.

[a] See A/62/510/Rev.1, Figure I.

Annex VII

Entities of the United Nations system that have implemented enterprise resource planning systems

Organization	*ERP system software*	*Start of implementation*
Food and Agriculture Organization of the United Nations	Oracle/PeopleSoft	1999
International Labour Organization	Oracle/PeopleSoft	2001
International Maritime Organization	SAP	2003
International Telecommunication Union	SAP	1985
United Nations Development Programme	Oracle/PeopleSoft	2002
United Nations Population Fund	Oracle/PeopleSoft	2003
United Nations High Commissioner for Refugees	Oracle/PeopleSoft	2002
United Nations Children's Fund	SAP	1997
World Food Programme	SAP	1997
World Health Organization	Oracle	2004
World Intellectual Property Organization	Oracle/PeopleSoft	2002
World Meteorological Organization	Oracle	2005
World Trade Organization	Oracle	1998
United Nations Educational, Scientific and Cultural Organization	SAP	2000
International Monetary Fund	PeopleSoft	1994

Annex VIII

Updated paragraph 109 of document A/62/510/Rev.1

109. The General Assembly is requested:

Regular budget

(e) To approve an amount of $6,427,100 under section 28A, Office of the Under-Secretary-General for Management, and $83,200 under section 35, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment, of the programme budget for the biennium 2008-2009;

(f) To approve the utilization of an amount of $2,346,000 of interest accrued under the Integrated Management Information System Fund available at 31 December 2007 for the requirements of the ERP project;

(g) To decide that for the biennium 2008-2009 to meet the three projects, the provisions for the application of credits under regulations 3.2 (d), 5.3 and 5.4 of the Financial Regulations and Rules of the United Nations shall be suspended in respect of the amount of $4,164,300 gross ($4,081,100 net), which otherwise would have to be surrendered pursuant to those provisions;

(h) To note that the future remaining requirements in the estimated amount of $43,110,300 gross ($42,121,400 net) for the implementation of ERP, customer relationship management and enterprise content management would be considered in the context of the proposed programme budget for the relevant biennium;

Peacekeeping operations support account

(i) To approve the additional peacekeeping operations support account requirements in the amount of $26,843,600 gross ($26,565,500 net) for the period from 1 July 2008 to 30 June 2009 to meet the requirements of the ERP, enterprise content management and customer relationship management projects as contained in the present report;

(j) To decide that the provisions for the application of credits under regulation 5.3 of the Financial Regulations and Rules of the United Nations shall be suspended in respect of the amount of $26,843,600 gross ($26,565,500 net), representing part of the unencumbered balance of the active peacekeeping operations for the financial period ended 30 June 2008, which otherwise would have to be surrendered pursuant to those provisions;

(k) To decide to apply the amount of $26,843,600 gross ($26,565,500 net), to be prorated among the unencumbered balances of the active peacekeeping operations for the financial period ended 30 June 2008, to meet the additional peacekeeping operations support account requirements in respect of the ERP, enterprise content management and customer relationship management projects;

(l) To note that the future remaining requirements in the estimated amount of $172,134,000 gross ($167,980,700 net) will be included in subsequent peacekeeping support account requirements for the financial periods until 2012;

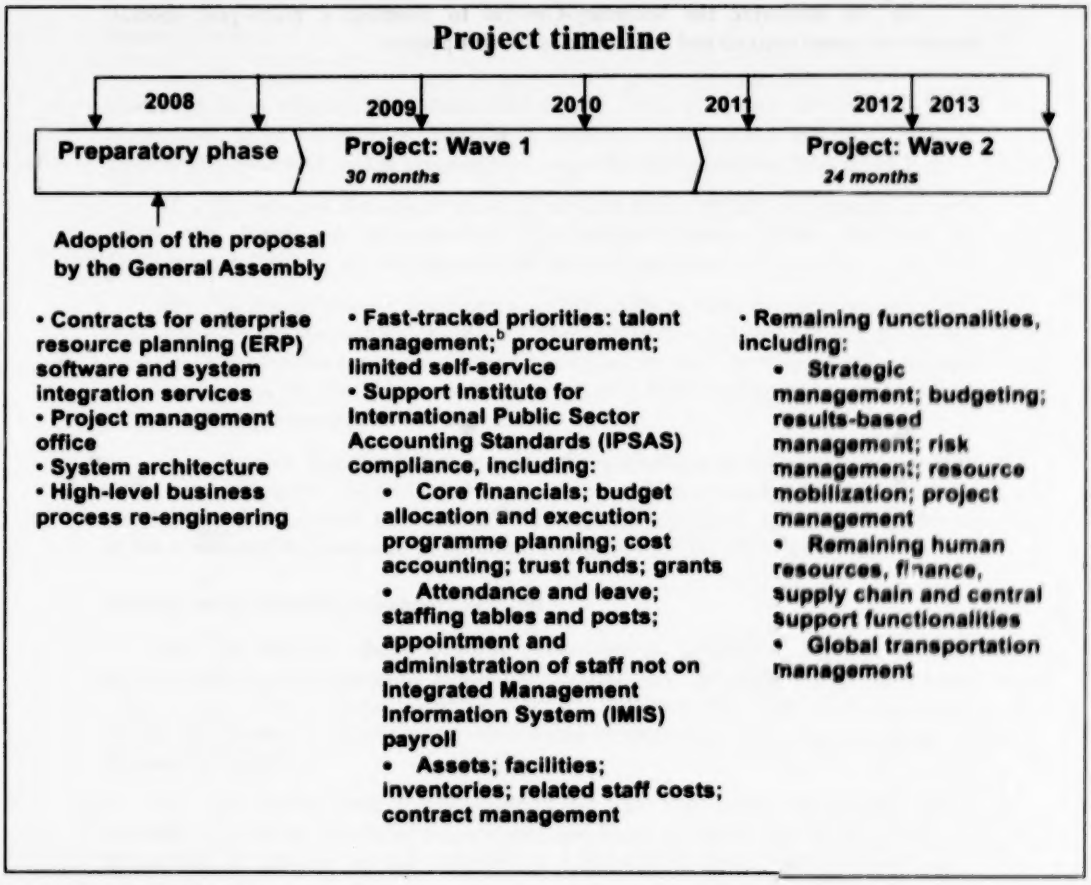
Extrabudgetary resources

(m) To note that an estimated amount of $65,679,000 of the total ERP project cost would be financed from extrabudgetary resources, of which an amount of $9,854,900 relates to the biennium 2008-2009;

(n) To authorize the Secretary-General to establish a multi-year special account to record income and expenditures for this project.

Annex IX

Updated timeline for the enterprise resource planning project[a]


Project timeline
2008
2009
2010
2011
2012
2013
Preparatory phase
Project: Wave 1
30 months
Project: Wave 2
24 months
Adoption of the proposal by the General Assembly
• Contracts for enterprise resource planning (ERP) software and system integration services
• Project management office
• System architecture
• High-level business process re-engineering
• Fast-tracked priorities: talent management;[b] procurement; limited self-service
• Support Institute for International Public Sector Accounting Standards (IPSAS) compliance, including:
• Core financials; budget allocation and execution; programme planning; cost accounting; trust funds; grants
• Attendance and leave; staffing tables and posts; appointment and administration of staff not on Integrated Management Information System (IMIS) payroll
• Assets; facilities; inventories; related staff costs; contract management
• Remaining functionalities, including:
• Strategic management; budgeting; results-based management; risk management; resource mobilization; project management
• Remaining human resources, finance, supply chain and central support functionalities
• Global transportation management

[a] See A/62/510/Rev.1, figure II.

[b] Talent management commences prior to wave 1.

Annex X

Updated table 5 of document A/62/477

Table 5
Summary of resource requirements by site

	Regular budget			*Peacekeeping budget*					
Site	*2008-2009 estimate (before recosting)* (1)	*2010-2011 estimate (before recosting)* (2)	*2008-2011 estimate (before recosting)* (3)=(1)+(2)	*1 July 2008 to 30 June 2009* (4)	*1 July 2009 to 30 June 2010* (5)	*1 July 2010 to 30 June 2011* (6)	*1 July 2011 to 30 June 2012* (7)	*1 July 2008 to 30 June 2012* (8)=(4)+(5)+(6)+(7)	*Total per site* (9)=(3)+(8)
Proposed site B: Valencia	5 030.4	6 219.0	11 249.4	149.4	2 108.0	4 759.4	2 800.7	9 817.5	21 066.9
Long Island City: equipment	8 666.4	1 593.8	10 260.2	2 166.6	398.4	199.2	—	2 764.2	13 024.4
North Lawn: equipment	5 716.4	1 094.9	6 811.3	1 429.1	273.7	136.9	—	1 839.7	8 651.0
Long Island City: construction and lease costs	13 584.1	3 150.1	16 734.2	3 395.9	787.5	—	—	4 183.4	20 917.6
Total	**32 997.3**	**12 057.8**	**45 055.1**	**7 141.0**	**3 567.6**	**5 095.5**	**2 800.7**	**18 604.8**	**63 659.9**

Annex XI

Updated paragraphs 119 to 123 of document A/62/477

Action to be taken by the General Assembly: regular budget

119. The General Assembly is requested to approve the additional resource requirements for the biennium 2008-2009 of $22,456,500 under section 28D, Office of Central Support Services, $10,434,000 under section 32, Construction, alteration, improvement and major maintenance, and $106,800 under section 35, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment.

120. The General Assembly is requested to note that an additional provision of $12,057,800 would be required in the context of the proposed programme budget for the biennium 2010-2011.

121. The General Assembly is also requested to approve the establishment of two posts at the P-5 level under section 28D, Office of Central Support Services.

III. Action to be taken by the General Assembly: peacekeeping

122. The actions to be taken by the General Assembly in connection with the financing of the secondary active communications facility are:

(a) To approve the proposal by the Government of Spain to host the secondary active communications facility at Valencia;

(b) To take note of the intention to meet the estimated requirements of $149,400 for the establishment of the secondary active telecommunications facility at Valencia (site B) for the period from 1 July 2008 to 30 June 2009 from within resources approved for the same period for UNLB.

123. The actions to be taken by the General Assembly in connection with the peacekeeping operations share of the Long Island City and North Lawn data centres are:

(a) To take note of the cost-sharing arrangements between the regular budget and the budget of the support account for peacekeeping operations;

(b) To also take note of the additional requirement of $6,991,600 towards the share of the design and rental costs of the North Lawn and Long Island City data centres and to appropriate the prorated share of these requirements in accordance with the funding mechanism for the support account for peacekeeping operations approved in paragraph 3 of General Assembly resolution 50/221 B.

Annex XII

Technical advantages of the Valencia, Spain, location for site B

The Valencia, Spain, location offers a number of technical advantages based mainly on its location and climate. A listing of these advantages is provided below. These advantages are still relevant.

Atmospheric gaseous absorption: locations at low elevation angle have higher absorption due to a longer effective path through the atmosphere. All elevation angles at Valencia are above the 10 degrees threshold recommended by the International Telecommunications Satellite Organization (INTELSAT) and not affected by this phenomenon. In Finland, C Band INTELSAT IS 907 will be affected due to the low elevation angle at the proposed location, resulting in higher investment and operating costs.

Terminal G/T degradation: when it rains, the antenna picks up additional noise, increasing the system noise affecting emission quality in the KU band antennas. Precipitation at the Valencia location is at the same level and zone as the United Nations Logistics Base at Brindisi, Italy (UNLB) and hence no problems are foreseen. In Finland, precipitation is higher at the proposed location, resulting in the possibility of signal fade due to heavy rain.

Snow and ice: snow and ice build-up in the antenna reflector can be a problem. Snow and ice generally attenuate the signal less than rain, but heavy snow can obliterate the signal. Snow and ice is not an issue in Valencia. In Finland, there is high snow and ice activity at the proposed location. De-icing systems and radomes (weatherproof enclosures used to protect antennas) would be needed, which would raise operating and maintenance costs.

Path refraction: path refraction is significant at low antenna elevation angles, requiring larger and costlier antennas to overcome this phenomenon. All different operational transponders are above the minimum threshold recommended by INTELSAT in Valencia. In Finland, the transponders 22, 38, and 86 on IS 907 will be more susceptible to this phenomenon in the proposed location. Higher gain antennas are required, resulting in higher operating costs.

Beam spreading loss: at low elevation angles, the refractive index of the earth's atmosphere causes the beam to spread out, causing losses in the effective gain. No serious problems are foreseen at the Valencia location since all elevation angles are above the threshold. In Finland, with the implementation of bigger antennas and their associated devices required at the proposed location, this problem can be partially, but not totally, corrected.

Other advantages

The majority of strategic telecommunications of the Department of Peacekeeping Operations and the Department of Field Support are transmitted via three geostationary satellites. The location sought for a secondary active telecommunications site must have visibility ("a clear view") to all satellites currently leased by both Departments. The geographical area where these conditions are met is based on coverage data and elevation angle recommendations provided by INTELSAT. The Valencia site is located within this area. Valencia does not share common power and communications grids with UNLB, greatly reducing the risk of a simultaneous outage in both sites.